Green Supply Chain Management as a Determinant of Corporate Social Responsibility and Corporate Reputation

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Abstract: In the globalizing world, businesses have switched to an understanding that gives importance to recycling, reuse, and reproduction by revising their production and distribution strategies to more efficiently use the natural resources they obtain from the environment. As a result of the increasing concerns about environmental issues in recent years, interest in environmental social responsibility and green supply chain management practices have significantly increased. Green supply chain management plays a key role in helping businesses gain a competitive advantage and increase their environmental image. We were unable to encounter any study addressing the variables of green supply chain management, corporate social responsibility, and corporate reputation in the literature review. The study aims to examine the impact green supply chain management has on corporate social responsibility and corporate reputation. The sample of the study consists of 285 employees from enterprises. This study has concluded a relationship to exist between green supply chain management's sub-factors and corporate social responsibility's sub-factors. Green supply, green packaging, green transportation, and green warehousing have been determined to positively affect enterprises' corporate reputation. In addition, the study hopes to raise awareness about the green supply chain process.

Keywords: Green supply chain management, corporate social responsibility, corporate reputation, green logistics, reverse logistics.

Kurumsal Sosyal Sorumluluk ve Kurumsal İtibarın Bir Belirleyicisi Olarak Yeşil Tedarik Zinciri Yönetimi

Özet: Küreselleşen dünyada işletmeler, çevreden elde ettikleri doğal kaynakları daha verimli kullanmak amacıyla üretim ve dağıtım stratejilerini revize ederek geri dönüşüm, yeniden kullanım ve yeniden üretime önem veren bir anlayışa yönelmişlerdir. Son yıllarda çevresel konularla ilgili endişelerin artması sonucunda çevresel sosyal sorumlu-

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luk ve yeşil tedarik zinciri yönetimi uygulamalarına olan ilgi önemli oranda artmıştır. Yeşil tedarik zinciri yönetimi işletmelerin rekabet avantajı elde etmesinde ve çevresel imajlarının artırılmasında anahtar bir rol üstlenmektedir. Literatür taramasında, yeşil tedarik zinciri yönetimi, kurumsal sosyal sorumluluk ve kurumsal itibar değişkenlerini ele alan bir çalışmaya rastlanılamamıştır. Çalışmanın amacı, yeşil tedarik zinciri yönetiminin kurumsal sosyal sorumluluk ve kurumsal itibar üzerindeki etkisini incelemektir. Araştırmanın örneklemini 285 çalışan oluşturmaktadır. Bu çalışmada yeşil tedarik zinciri yönetimi alt faktörleri ile kurumsal sosyal sorumluluk alt faktörleri arasında bir ilişkinin olduğu sonucuna ulaşılmıştır. Yeşil satın alma, yeşil paketleme, yeşil taşıma ve yeşil depolamanın işletmelerin kurumsal itibarını pozitif yönde etkilediği tespit edilmiştir. Ayrıca çalışmanın yeşil tedarik zinciri süreci hakkında farkındalık yaratması öngörülmektedir.

Anahtar Kelimeler: Yeşil tedarik zinciri yönetimi, kurumsal sosyal sorumluluk, kurumsal itibar, yeşil lojistik, tersine lojistik.

Introduction

Nowadays, enterprises struggle in the national and international arena in a challenging competitive environment and are not only confronted with cost, time, and performance constraints but also have to necessarily prioritize the issues sensitive to society and the environment. Green supply chain management emerges as an organizational philosophy that allows businesses to maximize profit as well as to increase market share and the ecological efficiency of businesses in the chain by minimizing environmental damage.

Within the past 20 years, the business environment has been challenged with notable changes such as ever-changing environmental issues. Green supply chain management (GSCM) is thought to be a very significant approach for stabilizing enterprises' economic, social, and environmental issues and organizational maintenance (Luthra et al., 2016).GSCM also has an aspect that deeply affects corporate standing. The upper echelon of supplier selection factors and implementation activities maintain buyers' authenticity and public image (Luthra et al., 2017). GSCM allows information to be resubmitted regarding green performance (Zibarras & Coan, 2015) and tends to bring forth green employees who act in accordance with the requirements of corporate social responsibility (Rayner & Morgan, 2018).

Amid the tourism sector, some hotels invest the most significant amount in building their brand and corporate social responsibility. Therefore, this synopsis aims to explore and analyze the execution of GSCM practices regarding tourism enterprises. The study uses Turkey, a country that spans the continents of both Asia and Europe, as a model in globally leading national and international logistics, trade, and tourism, the results of which likely strengthen Turkey's logistics and tourism sectors. This synopsis uses IBM SPSS Statistics to examine the theoretical relationships using survey data collected from 285 managers in across Turkey's

national tourism sectors. SPSS is suitable for analyzing relationships among variables within a unified and theory-driven sample involving a green supply chain, corporate social responsibility, and corporate reputation. We can further explore apprehension of the theory of corporate reputations and corporate social responsibility by theoretically and empirically exploring the positive impact implementing green supply chains has had on the tourism industry.

The article consists of five sections. While Section 2 discusses theoretical knowledge, Section 3 examines the aim, scope, and method of the study. Section 4 involves the data analyses and results, while Section 5 wraps things up with the results and evaluations.

Theoretical Background

Green Supply Chain Management

The concept of green supply chain has gained ground for enterprises coupled with their daily commitment to survival (Oliveira et al., 2018). GSCM is defined as the integration of green enterprise activities such as the green purchasing, green manufacturing, green packaging, green marketing, and reverse logistics that are involved in the flow of goods or services from primary sources to the customers receiving services (Gandi et al., 2015). Implementing green supply chain management involves operations with inner-workings of environmental management, green purchasing, eco-design, environmental concerns, customer cooperation, and reverse logistics within the constructs of suppliers, manufacturers, distributors, and customers (Geng et al., 2017).

GSCM integrates traditional supply chain management with strategies to protect the environment in all processes from the procurement of materials to the delivery of the product to the end consumer (Srivastara, 2007). This management approach not only reduces damage to the environment but also provides businesses with a significant competitive advantage. Yangınlar (2018) proved GSCM to affect enterprises' innovation and efficiency, increasing customer satisfaction and quality.

Today, enterprises focus on socially, ethically, and environmentally sensitive practices so as to make a difference or add value to their products and services; enterprises strive to be perceived as socially responsible corporate businesses. Özkaya (2010) suggested that green supply chain activities need to be adopted and social responsibility understanding need to be transformed into an organizational

philosophy. Yangınlar and Sarı (2017) concluded social responsibility pressures to be effective in implementing GSCM activities. Alkaya et al. (2016) found personal sensitivity to the environment and ecological sensitivity to drive consumers to purchase green products. Hoejmose et al. (2012) stated suppliers' production of environmentally friendly products and services to increase supplier reliability and senior management support to affect green purchasing activities. Özcan and Özgül (2019) pointed out that enterprises lack enough knowledge about green purchasing and explained the implementation of the green supply chain to depend on business cooperation with the supplier who has absorbed the green concept.

Green production is a concept that emerged in developed countries in the 1990s and aims to minimize negative environmental impacts throughout the industrial production process (Pang & Zhang, 2019). It has been adopted as an important approach in the design and production activities required for new product development and production system operations (Orji & Wei, 2016). Yıldız and Çavdar (2020) concluded green production to positively affect enterprises' environmental and economic performance. In addition, providing environmentally-friendly vehicles and transporting products using vehicles equipped with clean fuels technology shows consideration (Büyüközkan & Vardaloğlu, 2008).

Green warehousing allows goods to be kept up to date using the least amount of energy and restocking to be correctly determined. Enterprises gain a competitive advantage by optimizing their storage capacity using green warehousing activities (Akandere, 2019). Green packaging involves the processes used to protect products from external factors; they consist of non-scarce recyclable natural resources where energy consumption is minimized during production (Özgüven Tayfun & Ölçü, 2015). Within the framework of green packaging, attention is paid to activities such as reducing unnecessary packaging, developing packaging tools that can be used more than once, and using environmentally friendly packaging materials. The scarcity of materials used in green packaging and level of energy used to produce packaging materials are taken into account, as well as the reusability and recyclability of the packaging materials.

Reverse logistics is the process of efficiently planning and implementing material flow and information and includes many activities such as the recovery of materials in the opposite direction of the traditional supply chain or the destruction, regeneration, or reuse of materials using an appropriate method (Fleischmann et al., 2001). Moreover, reverse logistics involved in the flow of goods or services from primary sources to end customers can be found following the same

standards (Gandhi et al., 2015). Zarbakhshnia et al.'s (2020) analysis showed reverse logistics to not only provide profits with the renewal of used products but to also help balance recycling and disposal activities and environmental and economic issues. Yangınlar (2019) pointed out reverse logistics activities to increase enterprises' brand value and to play a key role in ensuring customer satisfaction. Uslu and Akçadağ (2012) proved reverse logistics activities to gain effective and efficient functions in pharmaceutical enterprises.

As predicted, inbound and outbound logistics, reverse logistics, production process, quality, efficiency, and customer requirements all enjoy successful execution due to GSCM, which depends on the unification and coordination of business segments. A worldwide organization's willingness, organizational environmental policies, and upper management staff with positive attitudes toward the green supply chain affects how GSCM is adopted (Blok et al., 2015). Stakeholders taking a firm stance also contributes toward the main factor in fostering GSCM activities (Stekelorum, 2019). Nowadays, customers are becoming more and more aware of the increasing and in some cases dire environmental issues and are one of the most prominent stakeholders for ramping up demand for green products. Investigations of drivers' adoption of green activities have emerged from several external and internal groups and stakeholders (e.g., regulatory entities, competitors, internal factors, supply chain members, community groups, products, and internal process). Organizational culture also authorizes enterprises to act in harmony with the environment (Hsu et al., 2013). Wolf (2014) stressed green supply chain practices to impact enterprises' corporate social responsibility strategies, which solidifies the idea of less pressure from internal and external stakeholders. Internal and external corporate social responsibility (CSR) is closely interwoven with GSCM. Internal CSR urges employees to have a positive outlook toward enterprises that may also urge employees to optimize business processes (Sen et al., 2006). Enterprises that perform external CSR nurture creative value for the environment and society and make strategic decisions by taking the environment and society into account (Thong & Wong, 2018).

Micheli et al. (2020) argued the follow-through of GSCM practices to potentiate an enterprise's performance and to be able to very likely motivate supply chain managers as well as policymakers. One influential aspect in the success of green supply chain initiatives is full inter-departmental coordination and the support from upper management. In this way, enterprises can viably achieve their environmental goals (Zsidisin & Siferd, 2001). GSCM is an organizational construct

that will likely reduce damage to the environment (Hervani et al., 2005). Executing GSCM strategies are effective at reducing the cost of purchasing materials and energy consumption (Mathiyazhagan et al., 2013). In additional, green image development strategies in transactions are a driving force for focusing on green supply chain applications (Testa & Iraldo, 2010).

Green supply chain management implementation is a management duty companies enact across a supply chain to decrease pollution and energy consumption and improve long-term sustainability (Zhu et al., 2008). GSCM is also an approach that reduces costs and decreases carbon emissions (Jemai et al., 2020). GSCM is considered to be an optimal way for companies to maintain higher commercial profits and achieve supply chain management by diminishing wasted resources and developing ecological efficiency (Zaid et al., 2018).

Corporate Social Responsibility and Corporate Reputation

CSR has become a notable concept for academicians and business operations alike with regard to attracting the attention of all stakeholders and pressuring business enterprises (Hervani et al., 2017; Villena, 2019). CSR is defined as the organizational actions and policies that aim to meet stakeholders' expectations and are a resource for developing economic, social, and environmental performance (Aguinis & Glavas, 2012). CSR allows businesses to uncover the social and environmental concerns in their commercial activities and their willingness in their interplay with stakeholders. Environmental initiatives have been adopted at every stage in supply chain management (e.g., retailers, wholesalers, freight forwarders, distributors, manufacturers). Enabling social and environmental obligations is a challenging strategy that becomes notably convenient when adjacent activities align with an enterprise's core business (Porter & Kramer, 2006). Enterprises tend to differentiate from one another and improve their corporate reputation by including CSRs in their strategic corporate marketing (Balmer et al., 2011). CSR serves as a source of customer effectiveness in business activities and acts as a control mechanism ensuring environmental sustainability (Atagan Çetin et al., 2019).

The very core of CSR aims to extinguish and capture the most outstanding concerns of the masses regarding companies and social relationships (e.g., benefits, environmental pollution, product quality; Zhang et al., 2012). CSR policies drive all operable business departments to adopt green ideologies (Jamali et al., 2015). Lee et al. (2018) stressed the need to acknowledge CSR not only for the economic benefits it offers to businesses but also for the needs of society, the environment,

employees, and customers. Meng et al. (2012) mentioned CSR to help businesses obtain a greater share of the market and to create a competitive leverage in the supply chain due to the contradistinction of the product segment. Song et al. (2016) analyzed CSR-awareness being impinged on enterprises' supply chain decisions and proved enterprises with strong CSR-awareness to have improved performance. Dai et al. (2017) concluded purchasing decisions to be firmly fixed upon the pricing gap between suppliers and customers' willingness to pay; the smaller the price difference, the more customers are willing to pay and the more inclined suppliers are to adopt CSR.

CSR contributes to the formation of intangible assets for organizations and leads to the formation of corporate reputation (Bear et al., 2010). In the 1950s when the idea of corporate image became prominent, the concept of corporate reputation (CR) also began being taken into account in the literature (Bennett & Kottasz, 2000). Moreover, corporate branding is outlined as a validation point of an enterprise's product and service quality; it has an intangible position that enterprises establish over time (Wang et al., 2016; Love et al., 2017). CR is considered within the view of how a firm perceives itself, how others perceive them, and its relationship with other organizational structures (Chun, 2005). CR is a perceptual structure that designates positive or negative degree to which business stakeholders generally assess the company (Dowling & Moran 2012). Podnar and Golob (2017) indicated CR to be an assessment of past perceptions and long-term views toward a business.

The first condition of having a good CR in the market is the quality of the goods and services an enterprise produces and customer satisfaction in regard to having needs met. The quality of a company's goods and services is an effective factor in forming its CR (Cravens et al. 2003). In order to create customer satisfaction, managers should give importance to employee satisfaction. CR plays a key role in creating customer loyalty, being financially stronger, creating value for shareholders, and hiring high-quality employees.

Because employees interact with both customers and other stakeholders and are a reflection of a company, CR is one of the few values that encompass the entire organization with the potential to generate long-term benefits (Cravens & Goad Oliver, 2006). Enterprises gain CR slowly and incrementally. Leaders and managers have important roles in developing reputation. The leader or manager should instill confidence in both their employees and their customers. The extent to which leaders are honest has become important in recent years regarding society's pers-

pective toward businesses, because a business' reputation is negatively affected by leaders representing a business who are dishonest and feel no social responsibility toward society.

Method

This study investigates the effects of green supply chain management on corporate reputation and corporate social responsibility and is conducted over tourism enterprises as they experience intense competition. With its labor-intensive nature, tourism enterprises are vital for GSCM. The need exists to implement GSCM in the tourism sector in Turkey as the traditional supply chain practices are not able to meet international standards of quality and environmental awareness is steadily increasing. Tourism businesses face many problems increasing their economic, social, and environmental performance and improving their corporate reputation. GSCM practices lead tourism enterprises to increase their performance and develop CSR (Do et al., 2020).

The universe of the research is composed of the tourism enterprises operating in Istanbul. The sample of the study includes 285 managers from five enterprises. The research data for this study have been collected from 5-star tourism enterprises. The questionnaires were spread over a network of tourism enterprises from January to April 2020. In order to test whether the questionnaire applied in the research is valid and suitable for the purpose of the research, a pilot survey was first conducted for 30 managers in tourism enterprises. A 5-point Likert-type scale was used in all propositions apart from questions regarding demographics.

The Green Supply Chain Management Scale (GSCM Scale) developed by Korucuk (2018) and the Corporate Social Responsibility Scale (CSR Scale) developed by Gürlek and Tuna (2019) are used as some of the data collection tools. The Corporate Reputation Scale was compiled from Dayanç Kıyat and Şimşek's (2018) study. The questionnaire consists of two main parts. The first part has five questions for determining the participants' demographic characteristics. The second part involves the Corporate Social Responsibility Scale (17 questions), the Corporate Reputation Scale (17 questions), and the Green Supply Chain Management Scale (36 questions). The GSCM Scale has a total of 6 sub-factors: green procurement, green production, green packaging, green transportation, green storage, and reverse logistics. The CSR Scale is grouped under 4 sub-factors (CSR toward community, CSR toward employees, CSR toward environment, and CSR toward customers).

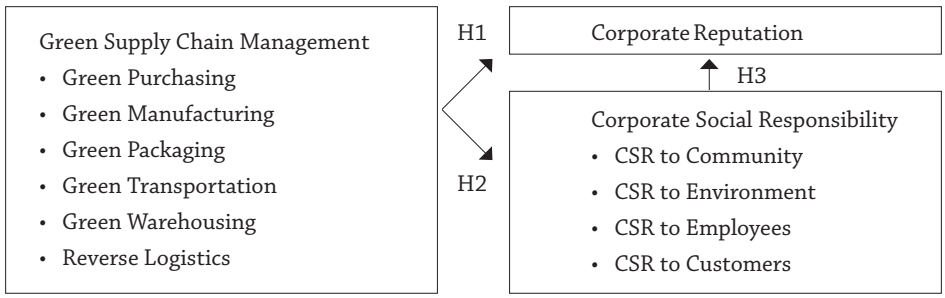

Figure 1. The research model and hypotheses' relations.

Findings

The frequency distributions and percentages for the participants in the study regarding gender, age, education level, title, and years employed in the enterprise are presented in Table 1.

Table 1. Demographic Distribution of Participants

Gender	***n***	**%**	**Education**	***n***	**%**
Female	157	55.1	High school	100	35.0
Male	128	44.9	Undergraduate	70	24.6
Total	**285**	**100.00**	University	84	29.5
Age	**n**	**%**	Master	31	10.9
18-25	57	20.0	**Total**	**285**	**100.00**
26-35	97	34.0			
36-45	69	24.2	**Work Sector**	***n***	**%**
46-55	47	16.5	Administration	21	7.4
56 and above	15	5.3	Human resources	22	7.7
Total	**285**	**100.00**	Logistics / Store	30	10.5
			Sales and marketing	25	8.8
Work Time	***n***	**%**	Food / Beverage	42	14.7
Less than 1 year	22	7.7	Accounting / Finance	28	9.8
1-3 year	84	29.5	Front office	27	9.5
4-6 year	66	23.2	Housekeeping	43	15.1
7-9 year	48	16.8	Technical service	24	8.4

10-15 year	35	12.3	Other	23	8.1
15 years and above	30	10.5	**Total**	**285**	**100.00**
Total	**285**	**100.00**			

When examining the demographic characteristics of the participants in Table 1, 55.1% of those who answered the questionnaire are men and 44.9% are women. When looking at age ranges, 20% are between 18-25 years old, 34% are between 26-35 years old, 24.2% are between 36-45 years old, 16.5% are between 46-55 years old, and 15% are 56 years old or older. Of the participants in the study, 35.1% were determined to have a high school education, 24.6% to have an associate degree, 29.5% to have an undergraduate education, and 10.9% to have a graduate education. These results show the study participants to have high education levels.

Factor analysis was applied separately to examine the factor structure of the GSCM, CR, and CSR Scales on the questionnaire form. The suitability of the data for factor analysis was evaluated using the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett sphericity test. To determine the validity of the scales used in the study and what the basic factors are, factor analyses were applied using the commonly preferred varimax technique.

Table 2. Results from the Reliability and KMO Analyses

Scale	Number of Statements	Cronbach's Alpha	KMO
Green Supply Chain Management Scale	36	0.991	0.962
Green Supply	7	0.962	
Green Production and Materials Management	6	0.968	
Green Packaging	6	0.971	
Green Transportation	6	0.973	
Green Warehousing	7	0.953	
Reverse Logistics	4	0.974	
Corporate Social Responsibility Scale	17	0.990	0.949
CSR to Community	5	0.984	
CSR to Environment	4	0.965	
CSR to Employees	4	0.971	
CSR to Customers	4	0.993	
Corporate Reputation Scale	17	0.991	0.959

According to Table 2, the reliability coefficients for the GSCM Scale consisting of 6 sub-dimensions, for the CSR Scale consisting of 5 sub-dimensions, and for the CR Scale were all found to be greater than 0.9.

As a result of the analyses, the scales are seen to be both valid and reliable. As a result of the Bartlett test, the distribution is seen to approximate normal distribution and the data to be suitable for factor analysis. The KMO value for the GSCM Scale is 0.962, for the CR Scale is 0.959, and for the CSR Scale is 0.949. The KMO values for the sub-factors from the GSCM and CSR Scales are also greater than 0.8. Factor analysis values greater than 0.8 are considered perfect.

Table 3. Factor Analysis of the Green Supply Chain Management Scale

	Factor Loading	% Variance
Green Supply		
Purchasing costs decrease in our enterprise with green procurement.	0.882	81.674
Environmental sensitivity is paid attention to in raw materials, semi-finished products, and products purchased at our enterprise.	0.908	
Environmental sensitivity is taken into consideration when choosing which technological equipment to purchase for our enterprise.	0.873	
Our company prefer suppliers that comply with ISO14001 when purchasing materials.	0.916	
Our company often purchases environmentally friendly products that can be recycled.	0.916	
Environmentally friendly product or organic product certification is sought when supplying products to our enterprise.	0.920	
The suppliers with which our enterprise has worked are evaluated in terms of environmental practices.	0.910	

Green Production and Materials Management		
Our company pays attention to green product design with a green production and material management approach.	0.947	86.536
Our company aims to reduce waste and pollution with its green production and material management approach.	0.920	
Operating costs decrease with the green production and materials management approach.	0.955	
Our company has a management approach that serves reproduction and reuse opportunities with its green production and material management approach.	0.942	
Our company aims to reduce the use of raw materials and energy with its green production and material management approach.	0.878	
While our enterprise is supplying the material, it always checks whether the material has an environmental message or sign.	0.937	
Green Packaging		
Our enterprise takes care to perform green packaging activities for reducing negative outcomes such as breakage or deterioration of materials.	0.962	87.827
Our company saves energy with its green packaging approach.	0.951	
Our company reduces packaging waste and increases the efficiency of the recycling systems with its green packaging approach.	0.949	
Our enterprise reduces weight with its green packaging practices.	0.958	
Our company aims to reduce costs with green packaging practices.	0.952	
Our company pays attention to the size and shape of the packages and the use of environmentally friendly materials.	0.846	
Green Transportation		

Our enterprise generally uses electronic information systems related to green transportation.	0.873	88.384
Our company uses green vehicles that cause the least harm to the environment regarding green transportation.	0.966	
Our enterprise selects the most reasonable delivery model for green transportation.	0.974	
Our company uses less fuel and loads better thanks to green transportation.	0.973	
Thanks to green transportation, our enterprise ensures reduced costs by planning shipment routes and times.	0.964	
Green transportation allows for effective loading plans to be made in our company.	0.885	
Green Warehousing		
Energy and water use is monitored economically in our company by means of green warehousing.	0.854	78.737
Our company takes care to use wind, solar and geothermal resources instead of fossil fuels for heating and cooling its warehouses.	0.838	
Our company prefers electric tools and equipment instead of fossil fuels in the tools and equipment used in its warehouses.	0.900	
Our warehouses use automatic closing doors.	0.880	
Warehouse management systems applications reduce the use of paper in our enterprise.	0.900	
Our warehouses use recyclable containers and packaging.	0.938	
Green warehousing practices help reduce inventory and transportation costs.	0.897	
Reverse Logistics		
Product returns and reuse of materials are effectively done with reverse logistics practices in our enterprise.	0.970	92.700
Waste disposal is done economically in our enterprise.	0.966	
Repair and reproduction of products are carried out efficiently with green logistics practices in our company.	0.976	
Reverse logistics practices contribute to resource reduction in our enterprise.	0.939	

According to Table 3, GSCM is at an excellent level due to the load values for GSCM's sub-factors being greater than 0.8.

Table 4. Regression Analysis between Green Supply Chain Management and Corporate Reputation

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	*T*	*p*
B	*SE*	β			
(Constant)	0.478	0.156		3.071	0.002
Green Supply	0.624	0.134	0.536	4.656	0.000
Green Production & Materials Management	-0.120	0.192	-0.106	-0.627	0.531
Green Packaging	0.330	0.151	0.294	2.186	0.030
Green Transportation	-0.256	0.097	-0.243	-2.646	0.009
Green Warehousing	0.209	0.103	0.189	2.030	0.043
Reverse Logistics	0.155	0.108	0.148	1.437	0.152

[a] $F = 82.400$; $R = 0.800$. $R^2 = 0.640$

According to Table 4, the coefficient value for the regression model is seen to be 0.478. When examining the results from the multiple linear regression analysis, GSCM's sub-factors of green supply, packaging, transportation, and green storage are seen to positively affect corporate reputation. According to the R^2 value for the model, GSCM's sub-factors explain 64% of the variance in the dependent variable of corporate reputation.

According to the multiple linear regression analysis results in Table 5, the model has been determined to be significant. The factors of green procurement, green transportation, and reverse logistics are seen to positively affect corporate social responsibility towards society. The sub-factors of green supply chain management are able to define 61.9 % of its impact on social responsibility towards society.

Table 5. Regression analysis between Green Supply Chain Management and CSR to Community

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	*T*	*p*
B	*SE*	β			
(Constant)	0.183	0.171		1.069	0.286
Green Supply	0.652	0.148	0.524	4.422	0,000
Green Production & Materials Management	-0.010	0.211	-0.008	-0.048	0.962
Green Packaging	0.013	0.166	0.011	0.079	0.937
Green Transportation	-0.277	0.106	-0.246	-2.603	0.010
Green Warehousing	0.215	0.113	0.182	1.899	0.059
Reverse Logistics	0.380	0.119	0.338	3.201	0.002

[a] F = 75.259; R = 0.787; R^2 = 0.619; Dependent Variable = CSR to Community

Table 6. Regression analysis between Green Supply Chain Management and CSR to Environment

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	*T*	*p*
B	*SE*	β			
(Constant)	0.304	0.174		1.746	0.082
Green Supply	0.629	0.150	0.510	4.188	0,000
Green Production and Materials Management	0.054	0.215	0.045	0.251	0.802
Green Packaging	0.050	0.169	0.042	0.295	0.768
Green Transportation	-0.283	0.108	-0.255	-2.615	0.009
Green Warehousing	0.290	0.115	0.248	2.519	0.012
Reverse Logistics	0.213	0.121	0.192	1.763	0.079

[a] F = 68.611; R = 0.773; R^2 = 0.597; Dependent Variable = CSR to Environment

According to Table 6, the established regression model is seen to be valid at a significance level of $p = 0.001$ ($F = 68.611$). The factors of green supply, green transportation, and green storage have been determined to positively affect corporate social responsibility toward the environment. A 1 unit change in the sub-factors of green supply chain management create a 77% change in corporate social responsibility toward the environment.

Table 7. Regression Analysis for Green Supply Chain Management and CSR Toward Employees

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	*T*	*p*
B	*SE*	β			
(Constant)	0.241	0.204		1.182	0.238
Green Supply	0.842	0.176	0.628	4.784	0.000
Green Production and Materials Management	-0.176	0.252	-0.136	-0.701	0.484
Green Packaging	0.191	0.198	0.148	0.963	0.336
Green Transportation	-0.219	0.127	-0.181	-1.724	0.086
Green Warehousing	0.193	0.135	0.151	1.430	0.154
Reverse Logistics	0.158	0.142	0.130	1.114	0.266

[a] $F = 68.611$; $R = 0.773$; $R^2 = 0.597$; Dependent Variable = CSR to Environment

In light of the data in Table 7, the sub-variables of GSCM statistically and significantly explain the corporate social responsibility scores. Among the sub-factors of GSCM, only green supply has been determined to positively affect corporate social responsibility toward employees.

Table 8. Regression Analysis of Green Supply Chain Management and CSR to Customers

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	*T*	*p*
B	*SE*	β			
(Constant)	0.403	0.181		2.222	0.027
Green Supply	0.864	0.156	0.676	5.528	0.000
Green Production and Materials Management	-0.168	0.223	-0.136	-0.753	0.452
Green Packaging	0.440	0.176	0.357	2.496	0.013
Green Transportation	-0.316	0.113	-0.274	-2.805	0.005
Green Warehousing	0.063	0.120	0.052	0.527	0.599
Reverse Logistics	0.102	0.126	0.088	0.810	0.419

[a] $F = 67.874$; $R = 0.771$; $R^2 = 0.594$; Dependent Variable = CSR to Customers

The model social responsibility forms toward the dependent variable of customers and the independent variable of the sub-factors of GSCM was found to be significant overall ($F = 67.874$, $p < 0.001$). Green supply, green packaging, and green transportation positively affect corporate social responsibility toward customers.

Table 9. Regression Analysis of Corporate Social Responsibility and Corporate Reputation

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	*T*	*p*
B	*SE*	β			
(Constant)	0.468	0.083		5.651	0.000
CSR to Community	0.073	0.069	0.078	1.068	0.287
CSR to Environment	0.207	0.097	0.219	2.131	0.034
CSR to Employees	0.178	0.064	0.204	2.789	0.006
CSR to Customers	0.423	0.047	0.465	9.072	0.000

[a] $F = 460.134$; $R = 0.932$; $R2 = 0.868$; Dependent Variable = Corporate Reputation

Corporate social responsibility has an 86% impact on corporate reputation. A 1-unit increase in corporate reputation levels results in a 0.073-unit increase in corporate social responsibility toward society, a 0.20-unit increase in corporate so-

cial responsibility toward the environment, a 0.17-unit increase in corporate social responsibility toward employees, and a 0.42-unit increase in corporate social responsibility toward customers.

Conclusions and the Scope of Future Research

Green supply chain management has been increasingly attracting attention as a way to reduce the adverse environmental effects of all industries worldwide. In Turkey, enterprises are notably found to be unaware of environmental missions and policies, with only a few being found to have adopted some green practices in their supply chain. Pressure from interest groups such as the government, consumers, competitors, and other groups has forced companies to become more environmentally aware. How to effectively stimulate enterprises to assume more corporate social responsibility and maintain sustainable social development has become an urgent task for professionals and researchers to unravel.

This study has aimed to identify the most essential green supply chain practices that enhance corporate social responsibility and corporate reputation and moreover to assist logistics and tourism managers of developing countries toward developing strategies to increase adoption of green supply chain management (GSCM). Tourism enterprises should consider GSCM activities as an opportunity to achieve their goals. Reusable green products should be preferred in hotels, and care should be taken to ensure that the vehicles used in the supply of materials required for hotels and transferring passengers are environmentally friendly. A hotel's good reputation from customer experience plays a key role in strengthening the emotional bond between tourism businesses and customers. Having managers in tourism businesses develop strategies to increase the reputation of the hotel through green supply chain practices is significant in this context.

This study also supports prior research purporting GSCM to positively influence corporate social responsibility. Chan et al. (2020) proposed elite high-end brands to have accomplished a high level of corporate social responsibility investment in supply chain operations, which has led to improved corporate social responsibility. Liu et al. (2019) indicated corporate social responsibility to be important for maintaining the development of supply chain members and for obtaining the highest levels of social prosperity. According to Úbeda-García et al. (2021), a direct positive association exists between corporate social responsibility and performance, while an indirect effect occurs between environmental performance and green human resources management, one of the green supply chain practices in tourism

enterprises. Lai et al. (2010) argued corporate reputation to partially negotiate the relationship between corporate social responsibility and brand performance. Quintana-García et al. (2020) stated green supply chain practices to have a notable impact on corporate reputation and desegregation with green suppliers to enable businesses to gain legitimacy. Suganthi (2019) underlined corporate social responsibility to be an effective factor in adopting green supply chain practices and increasing business performance. Wang et. (2020) concluded a positive relationship to exist between green supply chain management and extraordinary corporate social responsibility. Yang and Lin (2020) confirmed the importance of corporate social responsibility enablers in green innovation, which is another green supply chain activity.

Maruthi and Rashmi (2015) explained green production to increase an enterprise's corporate reputation and to encourage their research and development. Karatepe and Ozan's (2017) analysis showed a positive relationship to exist between corporate reputation and corporate social responsibility. Yorulmazer and Doğan (2017) provided evidence for the sustainability of tourism businesses, their ability to adapt to changing conditions, and their ability to gain sustainable competitive advantage based on their corporate social responsibility activities toward employees, customers, the environment, and society. Altunoğlu and Saraçoğlu (2013) emphasized tourism enterprises' corporate image and customer loyalty to increase as their corporate social responsibilities increase. Gümüş and Öksöz (2009) investigated the importance of corporate social responsibility in establishing corporate reputation; they found businesses need to implement strategies to improve corporate reputation and gain a competitive advantage.

Similar to other empirical studies, this study has been subjected to several limitations that provide opportunities for future research. Firstly, due to the data having been collected from several 5-star tourism enterprises in Istanbul, Turkey, generalizations cannot be made from the results obtained in the study. Secondly, we believe additional insights may come from applying a similar approach to many tourism enterprises in Turkey while simultaneously testing all the possible hypotheses of moderation among drivers such as GSCM practices, corporate social responsibility, and corporate reputation. Thirdly, Turkey's refusal to survey the grounds of transmission risk during the COVID-19 outbreak has constituted another limitation. In addition, implementing this study in other sectors and developing strategies for the problems encountered is recommended by making a comparative analysis between different sectors.

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